

Memorandum

TO : DD S&T

DATE: 10 November 1964

FROM : DAD/S&D

SUBJECT: Attachment

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1. Z.D. is an answer to the continual problem of quality work at []

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2. This approach is really the brainchild of [] of [] who is the Quality Director there. Although the program appears to be rather corny, it has been extremely effective in reducing workmanship errors. [] as you know is a fine aircraft man and his boss, [] is on the [] etc., level of background and experience.

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3. Just how to insinuate [] into the program is questionable. It might be desirable, however, to give these people a sort of consulting job to see how zero defects might be applied to the overall program including the electronics support systems, etc.

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4. As you know, I think the quality of work at [] is absolutely lousy and a piece-meal approach here and there will probably not solve the real problem which lies closer to the attitude than to actual technical capability. For zero defects to work it has to be enthusiastically endorsed at the highest management levels and should be introduced in major programs by people of the level of [] in order to give it the prestige which it requires.

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